



College Station Medical District Master Plan

October 18, 2011

Schrickel, Rollins and Associates, Inc.

Townscape, Inc.

Leland Consulting Group

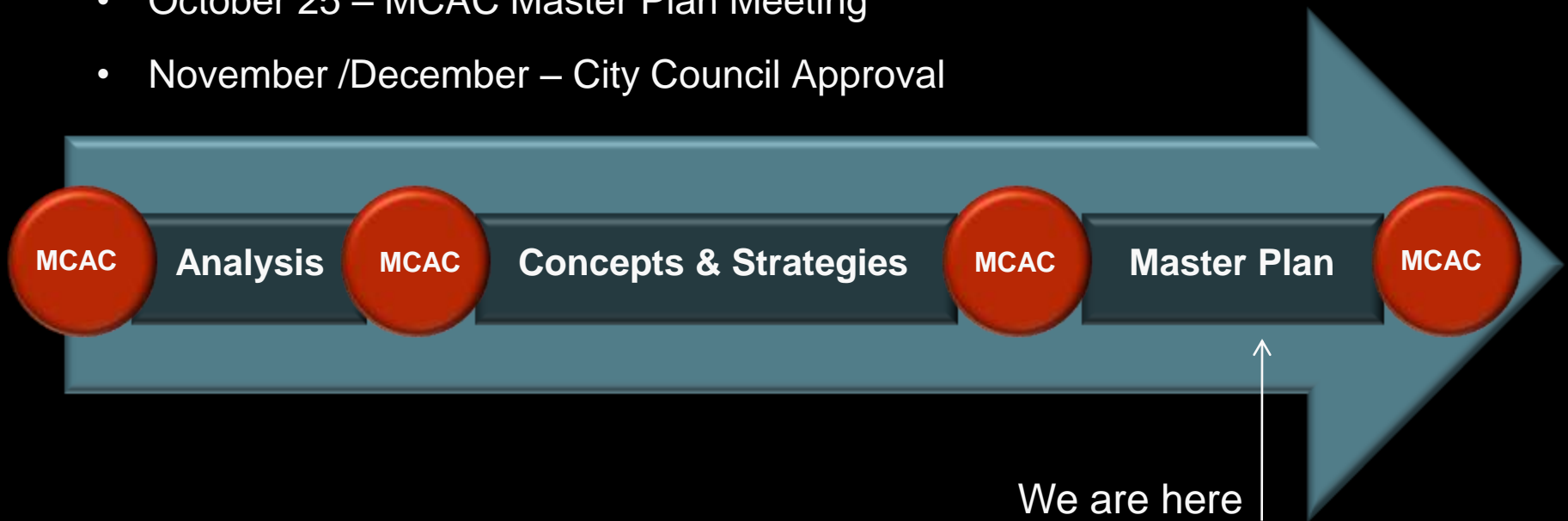
Agenda

1. Review of Work Plan
2. Development Concept
3. Land Use Implementation
4. Market Analysis
5. Implementation Strategies
6. Q&A



Work Plan

- February 17 – MCAC Kickoff Meeting
- March 29 – Stakeholder Interviews
- May 10 – MCAC Analysis Meeting
- July 12 – MCAC Concepts and Strategies Meeting
- **October 18 – Leadership Meeting**
- October 25 – MCAC Master Plan Meeting
- November /December – City Council Approval



Stakeholder Input

- Support for a medical district
- Paying for the medical district development
- Need for senior housing

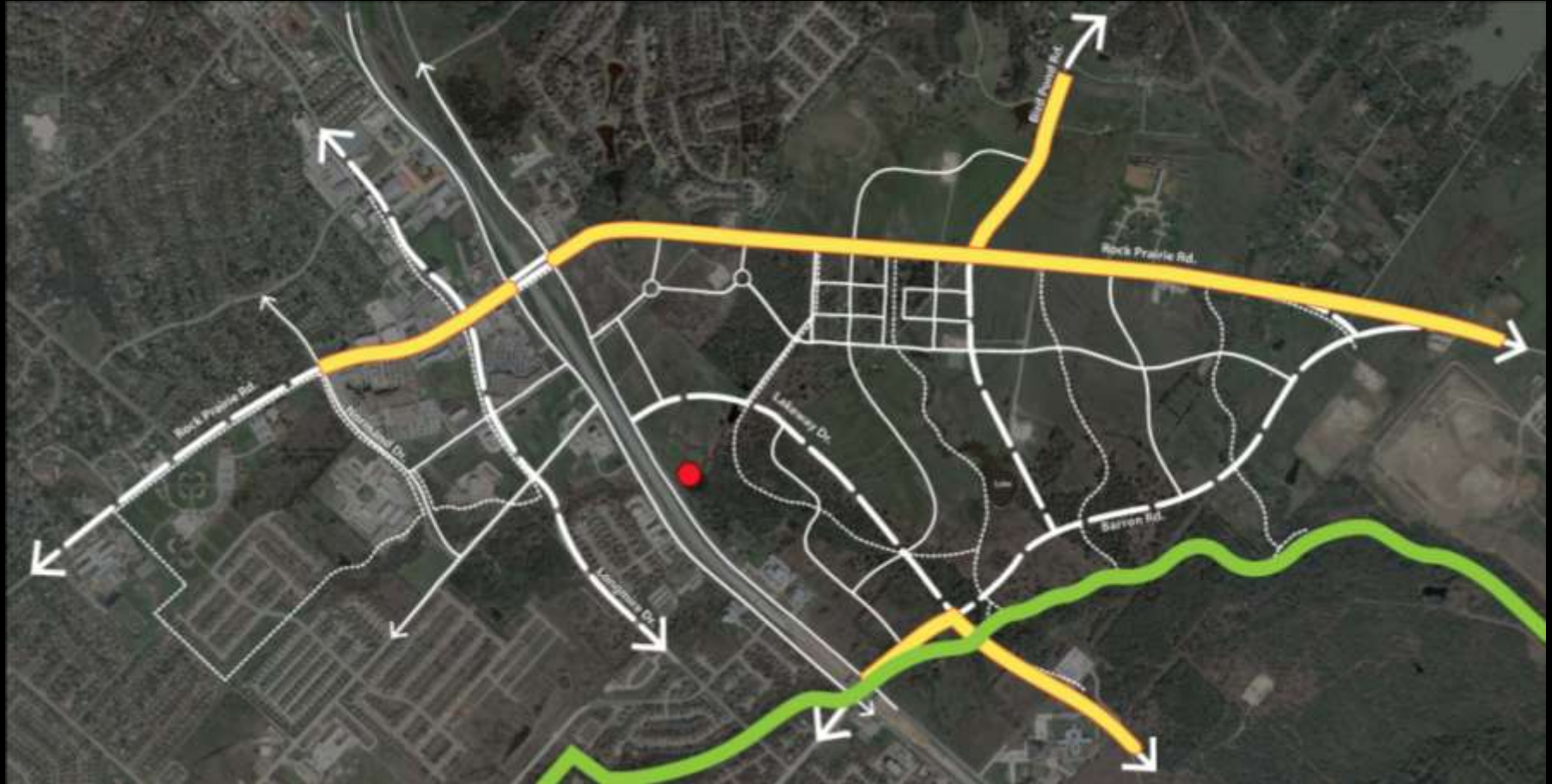


Stakeholder Input

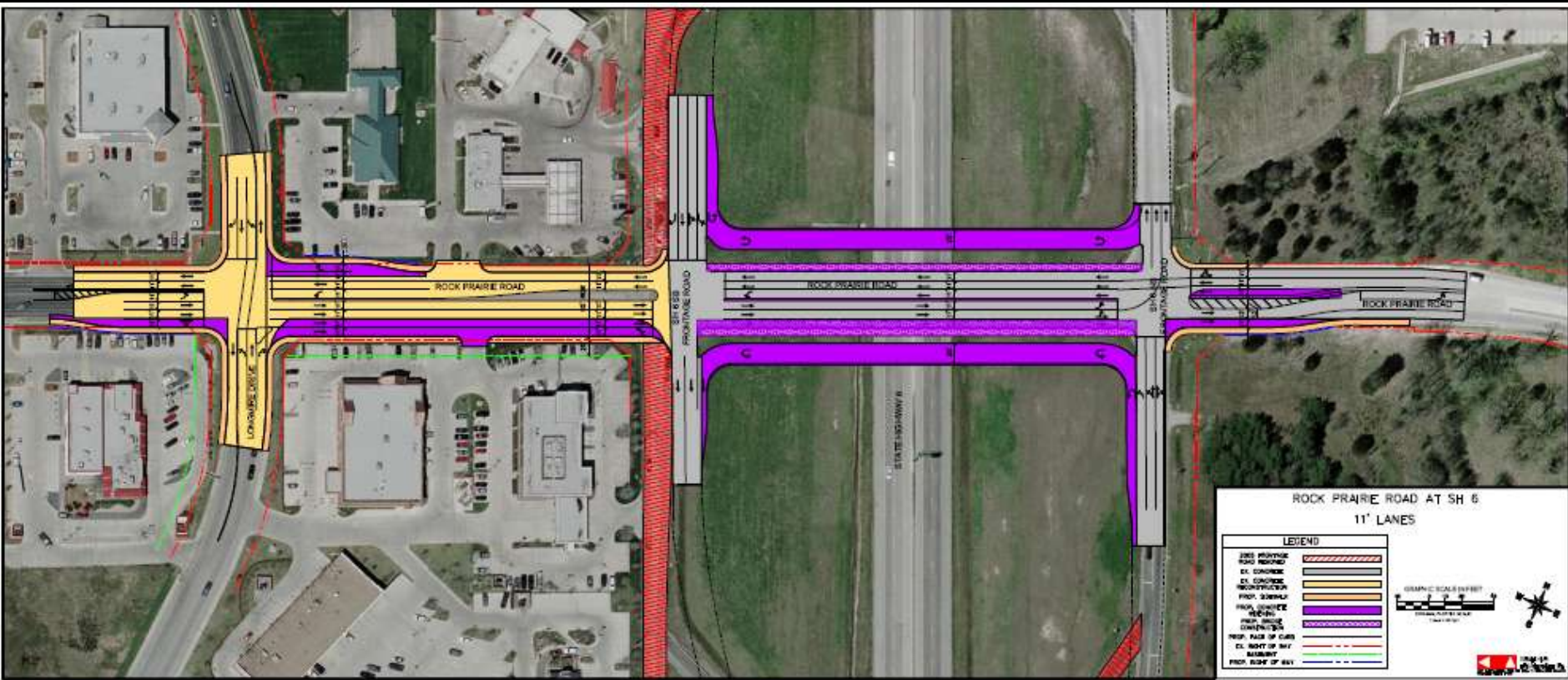
- Improve pedestrian environment
- Improve transportation system



CIP Projects



Rock Prairie Road Bridge Project



Development Concept



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This map illustrates the Rock Prairie Road corridor, highlighting key development zones and transit opportunities. The map features several red circles and arrows indicating specific areas of interest and transit corridors. Key landmarks include Southwood Valley Elementary, Cypress Grove Elementary, and the Rock Prairie Road corridor itself. The map also shows various development zones, including the 'Essential Development zones' and 'Transit Corridor Linkage Opportunities'. The map is color-coded to show different types of land use and transit corridors.

Two 10-minute walking radii suggest viability of compact district concept.

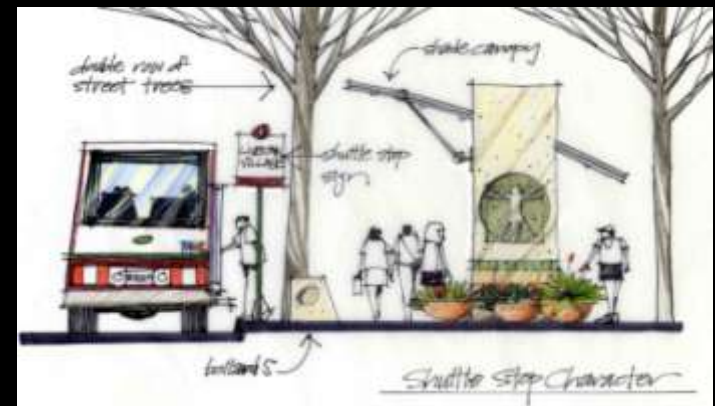
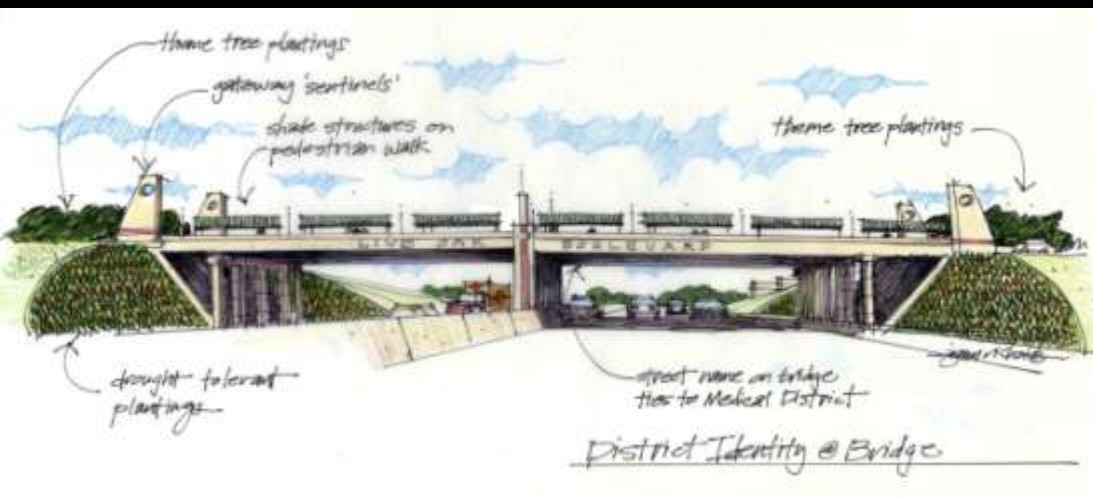
Guiding Principles

1. **Create a distinctive Medical District identity that builds on a *Healthy Community* theme and unifies the area, attracting a super-regional market**
 - Create a distinctive “sense of place”
 - Allow for identity elements to be utilized in satellite locations
2. **Integrate parks, open space and trails into development to support the Health theme**
 - Provide opportunities for exercise and non-motorized circulation
3. **Create pedestrian-oriented centers on both sides of Hwy 6**
 - Well connected with pedestrians, cyclists, cars and transit
4. **Provide for a mix of land uses:**
 - Expansion of medically oriented services
 - A range of housing and lifestyle opportunities
 - Retail and service support
 - Recreation and fitness
5. **Design for visual richness and sustainability in terms of street, parcel and building design**
 - Manage parking so that it supports and doesn't dominate the environment
 - Make streets interconnected and desirable for pedestrians, bicyclists and drivers

1. Create a distinctive Medical District identity that builds on a *Healthy Community* theme



- Create a distinctive “sense of place”
- Unify the area, attracting a super-regional market



2. Integrate parks, open space and trails into development to support the *Healthy* theme



3. Create pedestrian-oriented centers on both sides of Hwy 6



Ensure generous connections for pedestrians, cyclists, cars and transit



4. Provide a mix of land uses



- Expansion of medically oriented services
- A range of housing and lifestyle opportunities
- Retail and service support
- Recreation and fitness

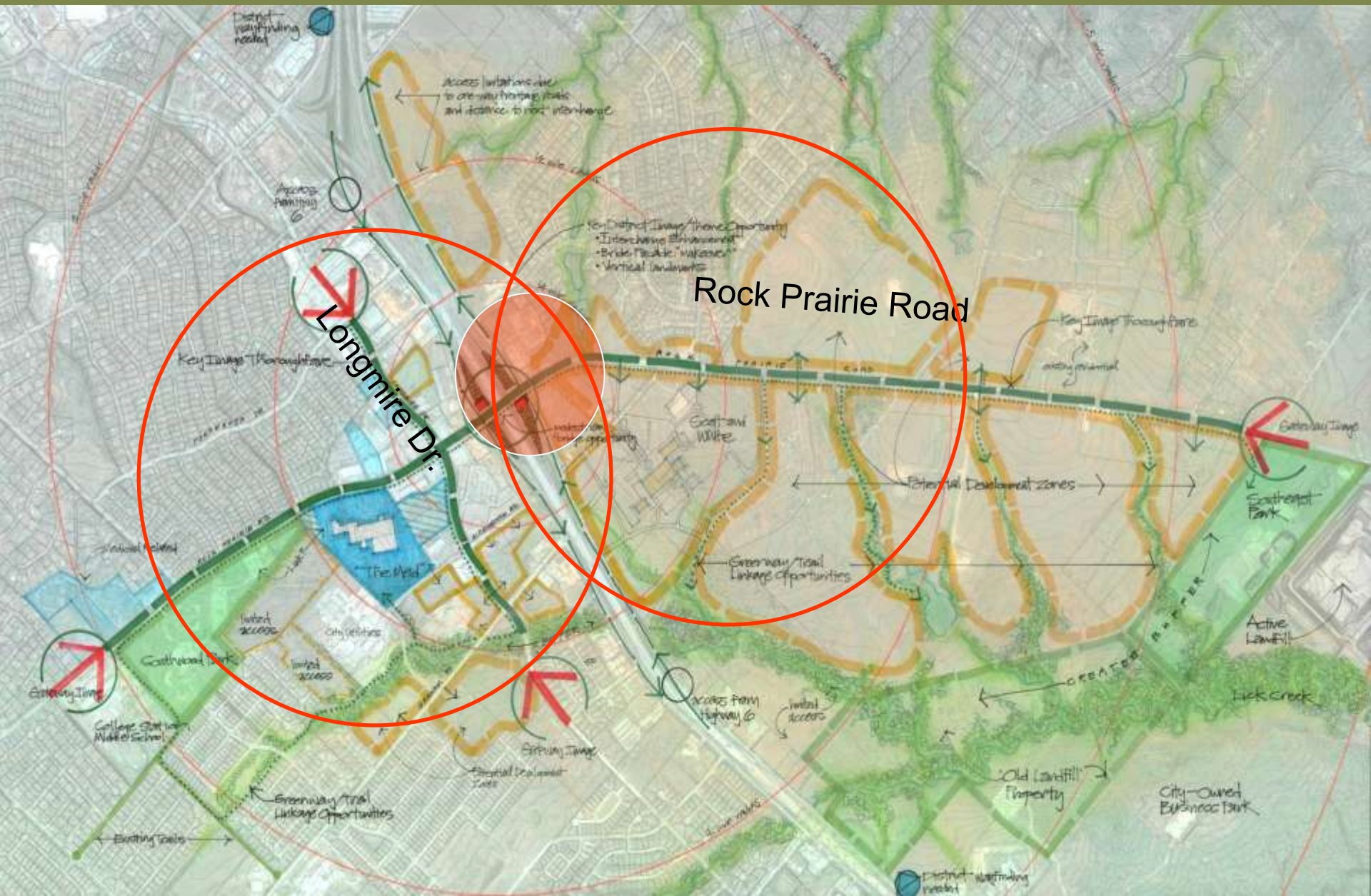


5. Design for visual richness and sustainability in terms of street, parcel and building design

- Manage parking so that it supports and doesn't dominate the environment
- Make streets interconnected and desirable for pedestrians, bicyclists and drivers
- Encourage public art and civic design



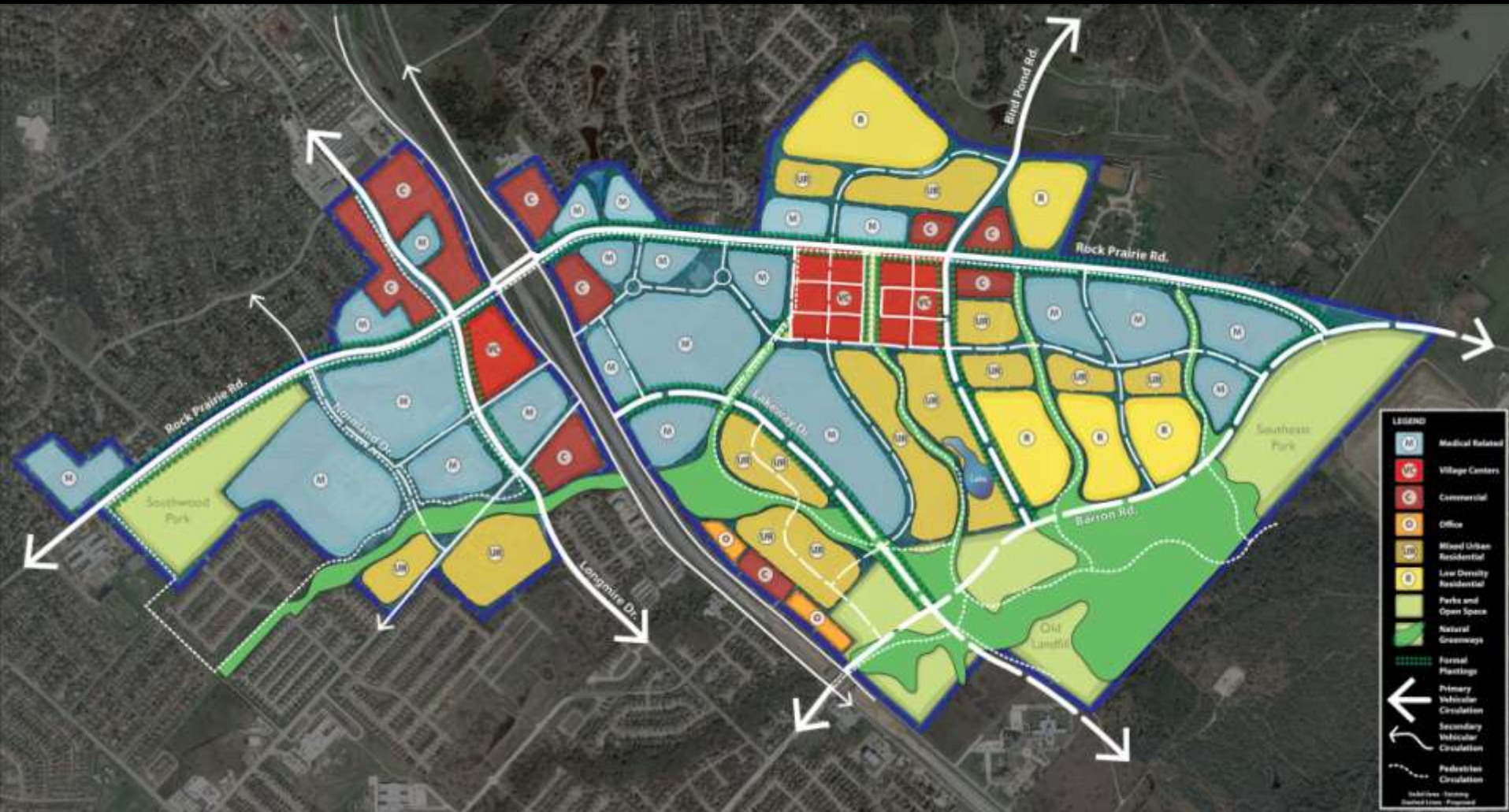
Key Site Observations



Framework



Land Use Concept



Land Use Categories



Land Use Categories

Medical-Related: Intended to provide a concentration of medical-related uses including labs, professional offices, pharmacies and others which will provide a full range of support uses for medical activities. It should also be pedestrian-friendly.

Uses include: All Medical Services, Rehabilitation, Sports Medicine, Psychiatric, Laboratories, Pharmacies, Senior Housing, Assisted Living, Hotels, Education.



Village Centers

Village Centers: Intended to provide a mixture of retail and residential uses, possibly with supporting offices in a very pedestrian and bicycle -friendly environment.

Uses include: Retail, Office, Urban Residential, Restaurants, Medical-Related (no major facilities), Hotel



Commercial



Commercial: This is targeted for sites primarily along Rock Prairie and Longmire to provide more professional office space and services

Uses include: Professional office, retail, personal service, medical related, Hotel and other similar uses



Urban Residential

Urban Residential: This is a neighborhood adjacent to Medical-related facilities and the Village Center which is fairly high density and very pedestrian and bicycle-friendly. It should contain a variety of residential types and sizes.

Uses include: Townhome, Live-Work, Loft, Apartment, Independent Living, Assisted Living, Hotel





Low Density Residential

Low Density Residential: This is an area of low density single family lots which will provide a buffer and transition to existing single family neighborhoods north of Rock Prairie Rd. east of Hwy 6. It may also be used to provide a limited amount of low density residential south of Rock Prairie adjacent to Barron Rd. in order to ensure a mixture of residential unit types.



Uses include: Minimum 5,000 s.f. lot single family (adjacent zoning is R-1, also min 5,000 s.f.)



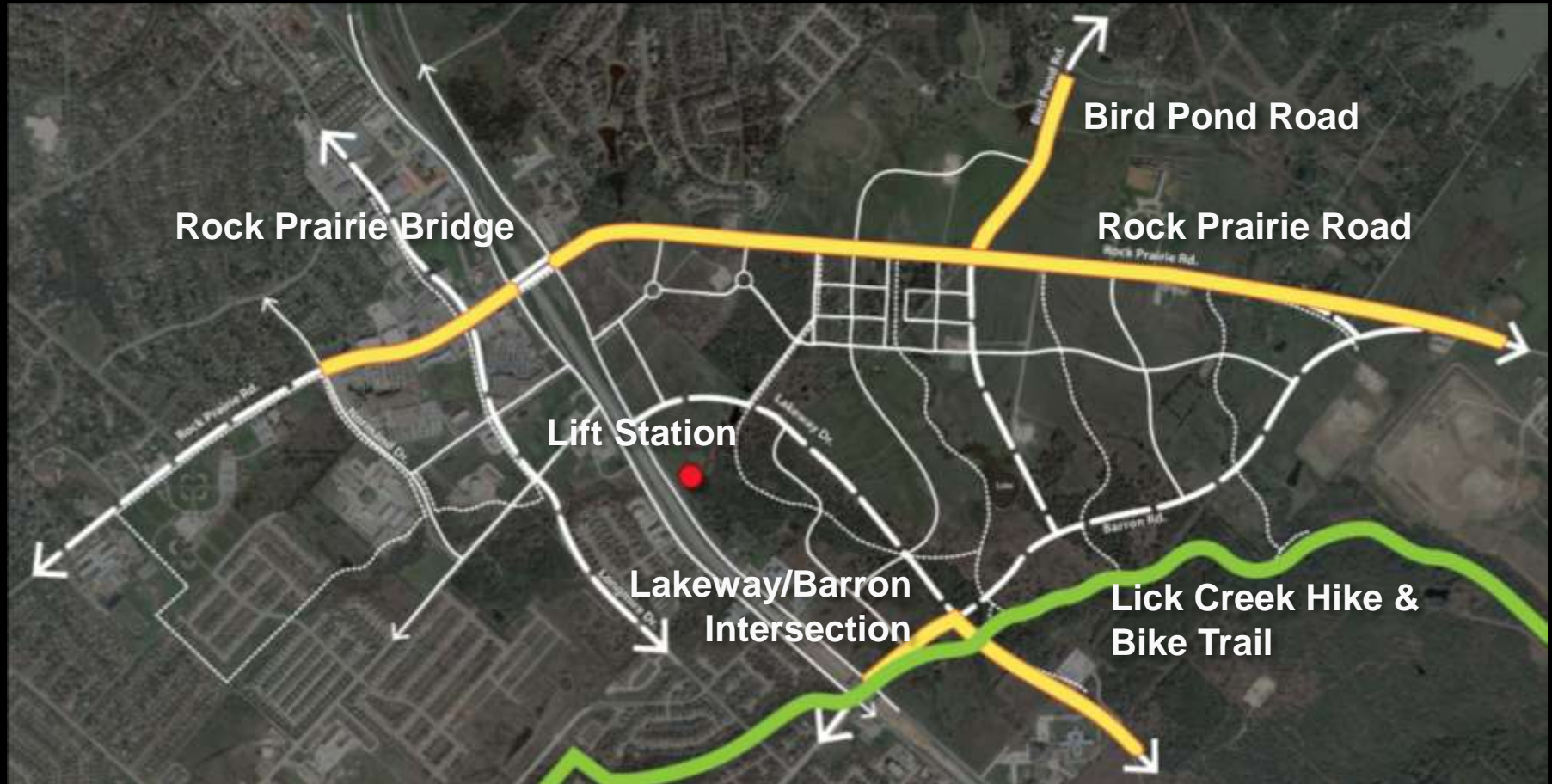
Infrastructure Concept



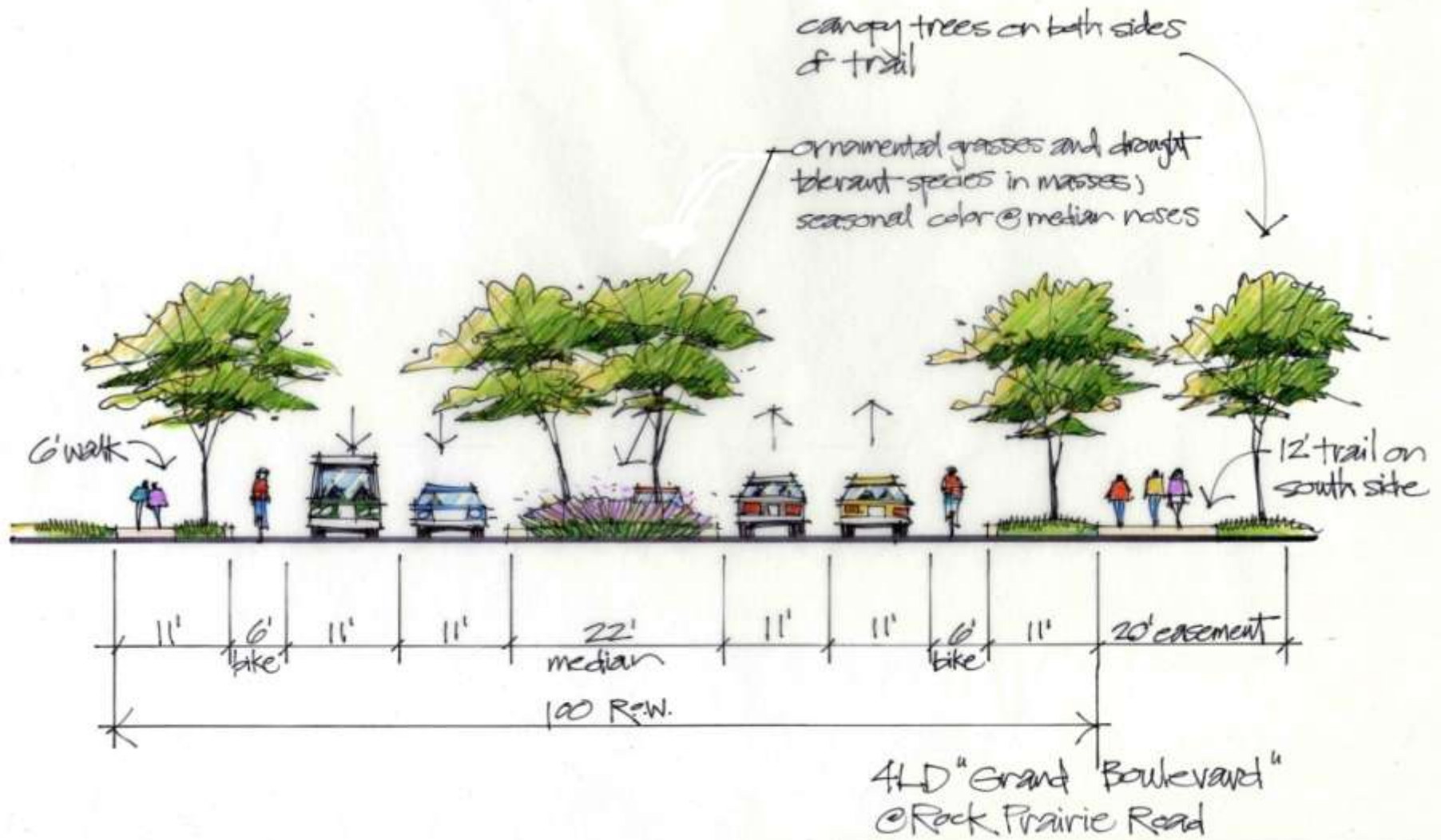
Infrastructure Concept



Planned Infrastructure Improvements



Infrastructure Concepts

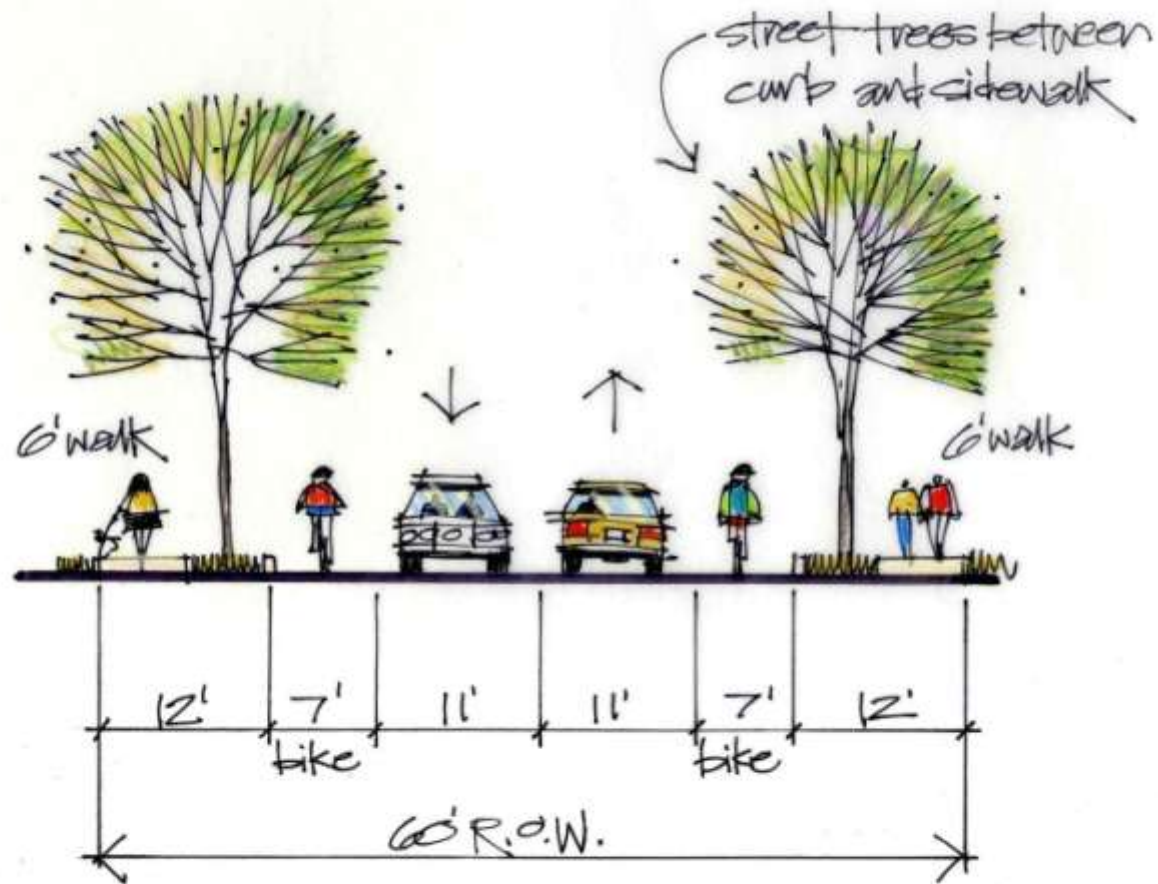


Infrastructure Concepts

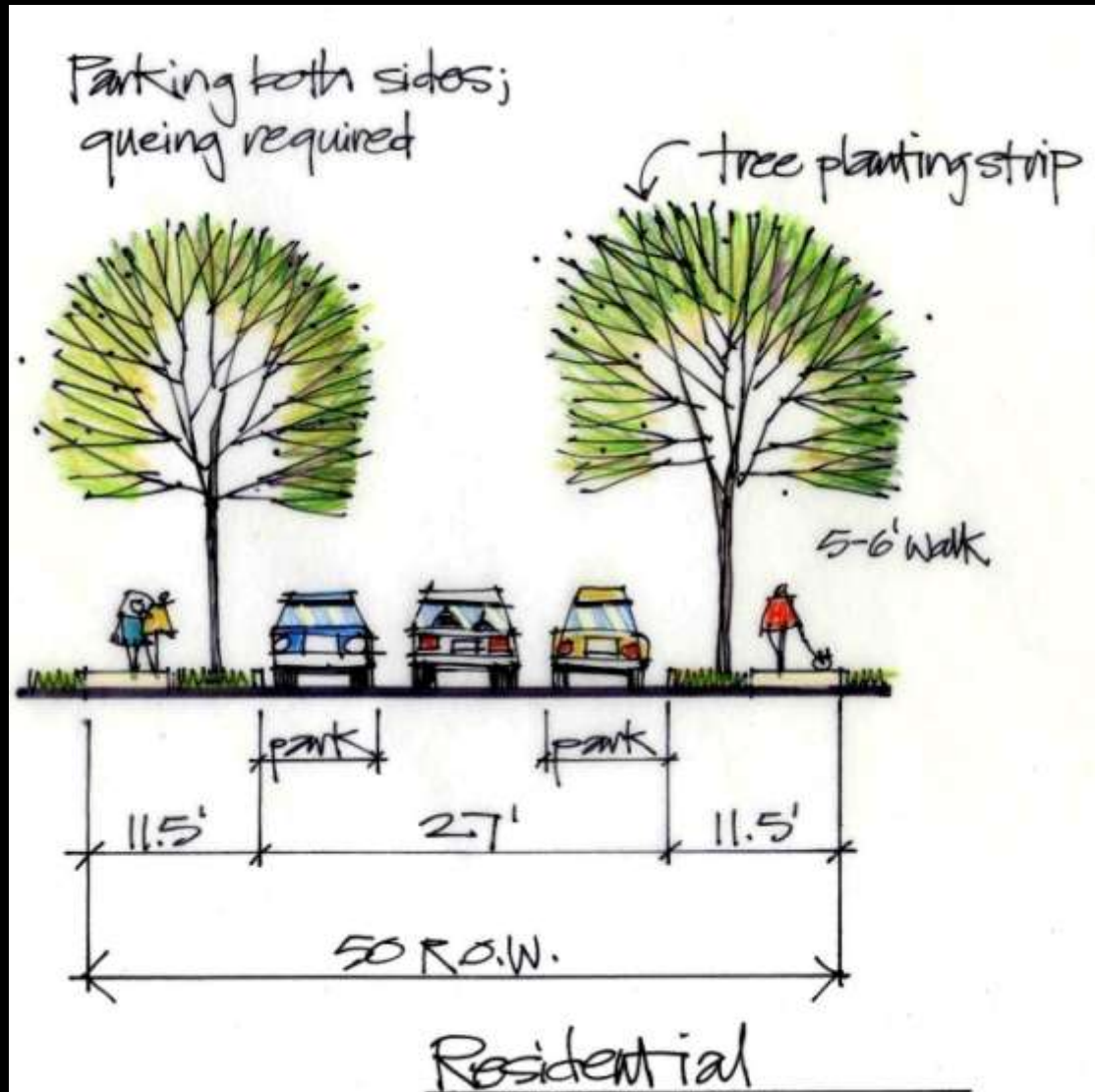
* Lane widths, street tree placement contributes to traffic calming



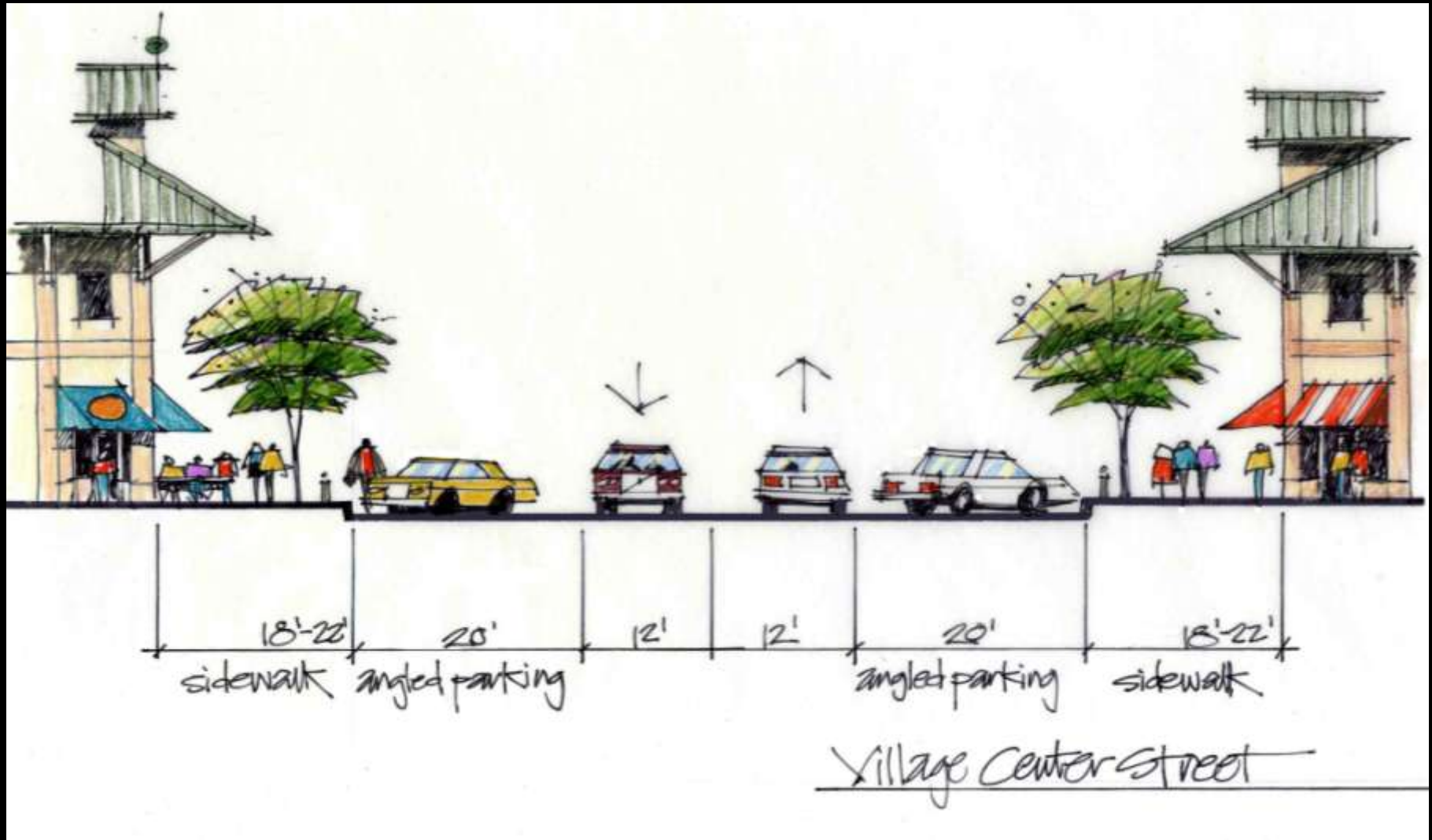
Infrastructure Concepts



2LU Minor Collector



Infrastructure Concepts



Identity Concepts



Identity Concepts

Examples of Branding Names/Themes

- College Station Medical District
- Live Oak Medical District
- Greenway Medical District
- Rock Prairie Medical District
- Others?

Identity Concepts

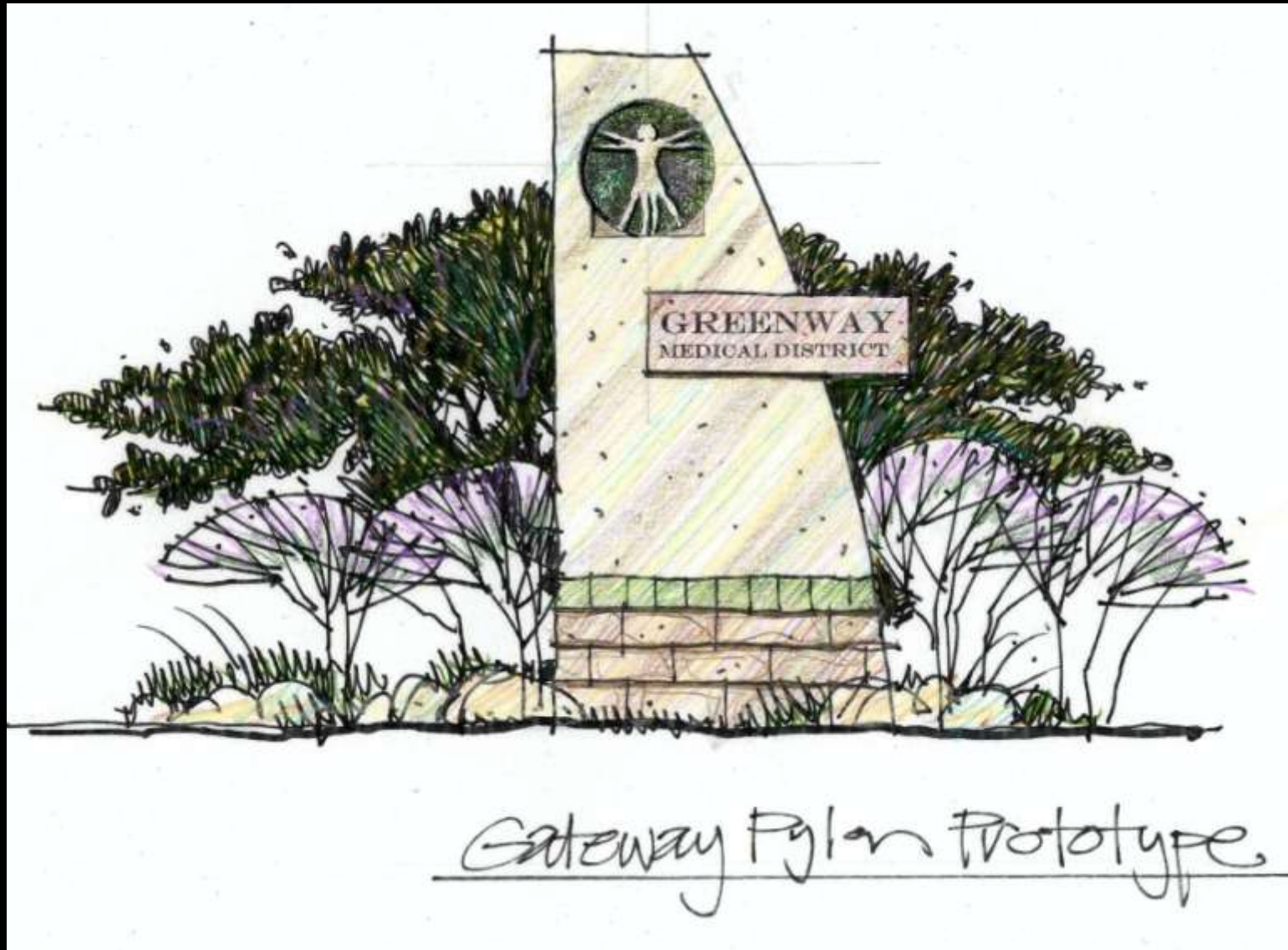


LIVE OAK
MEDICAL DISTRICT

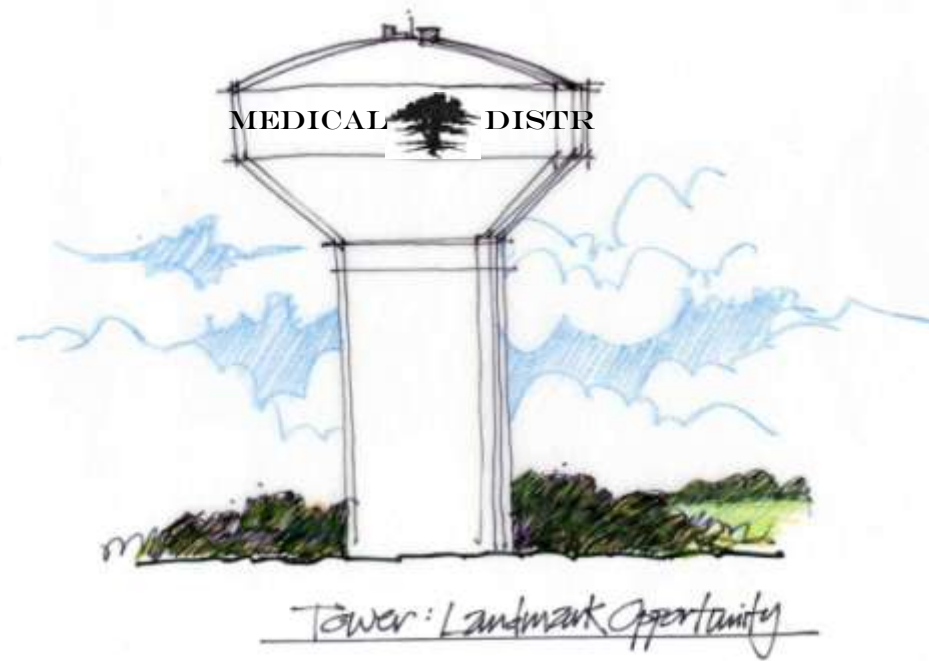
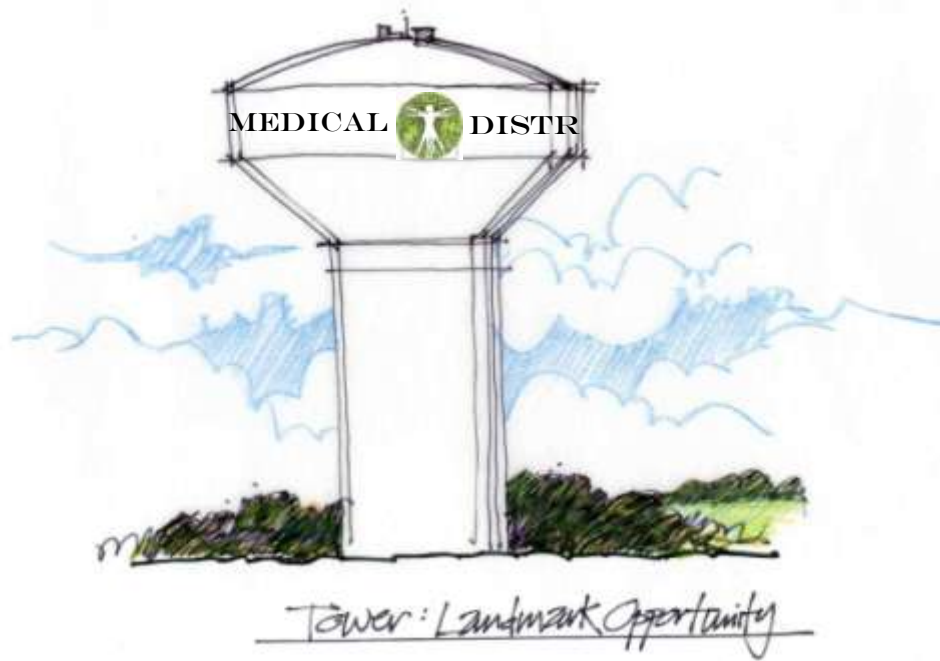


GREENWAY
MEDICAL DISTRICT

Identity Concepts



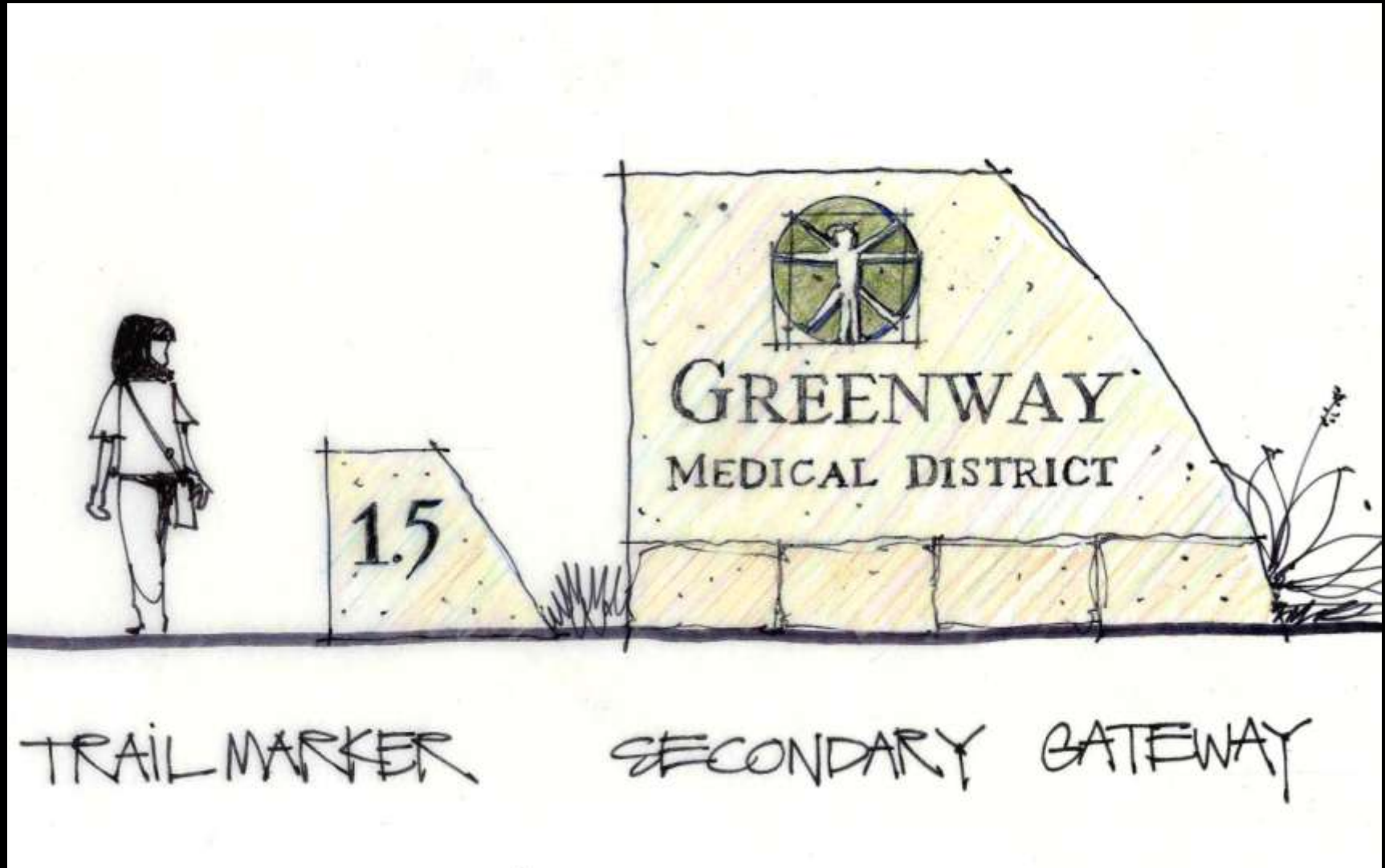
Identity Concepts



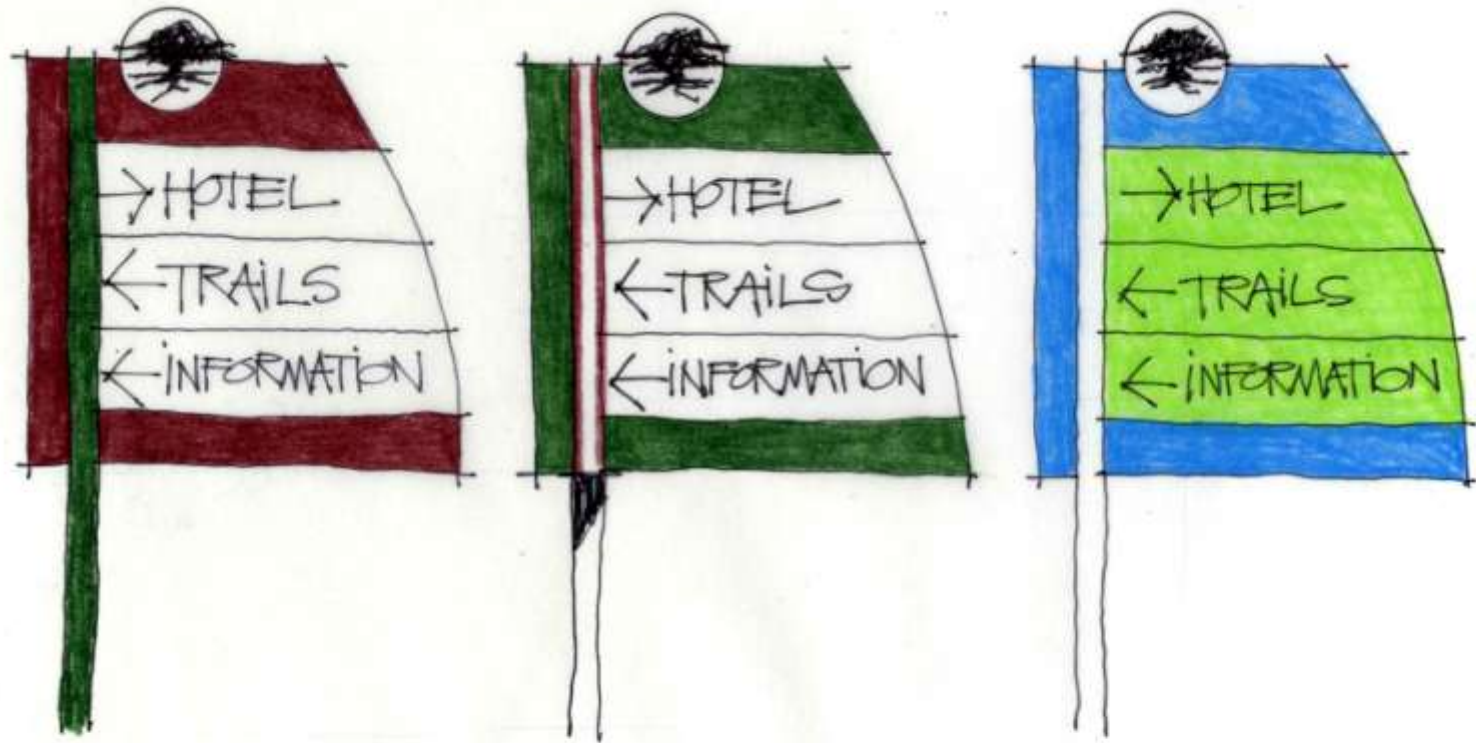
Identity Concepts



Identity Concepts

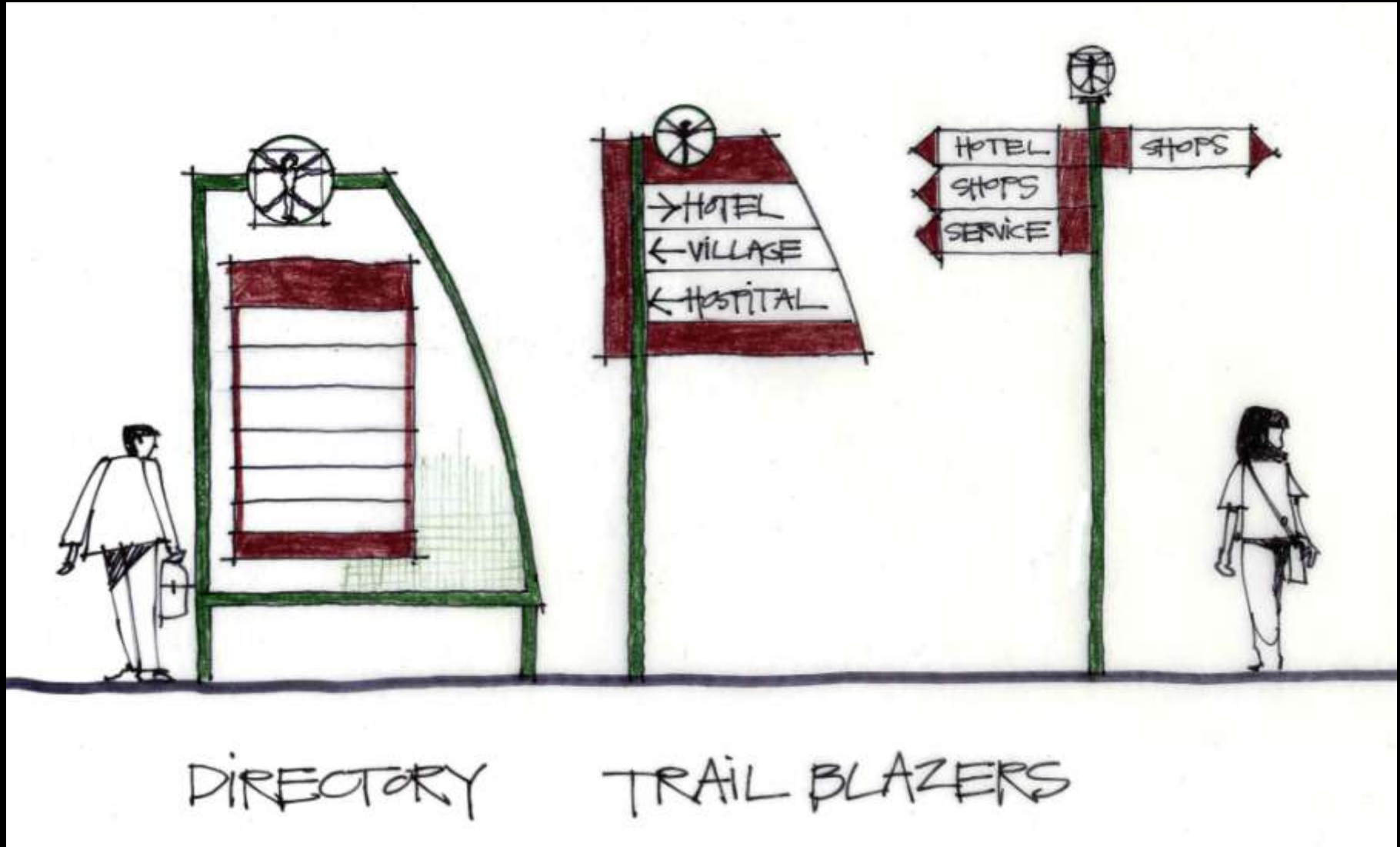


Identity Concepts

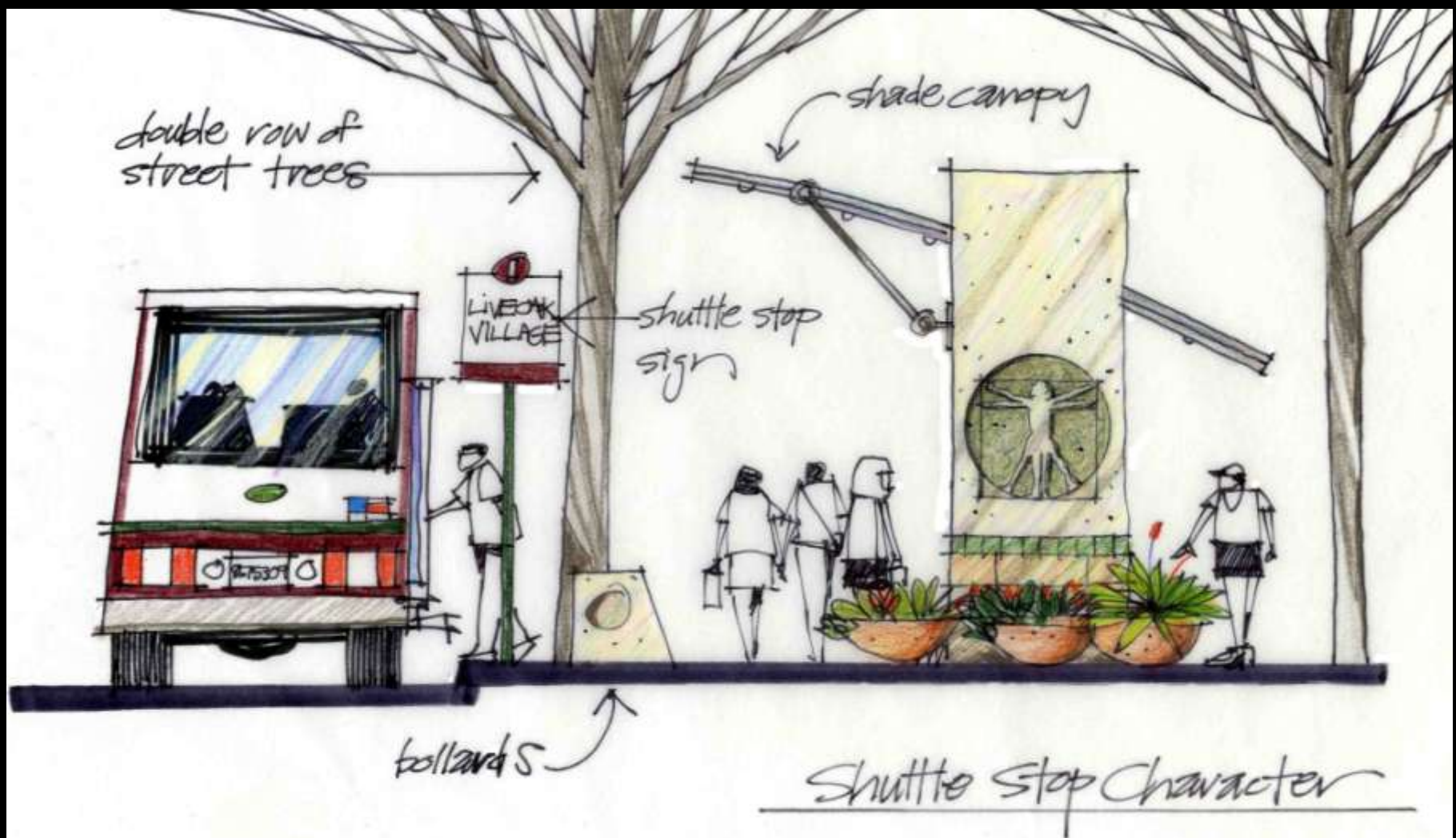


Color Scheme Prototype Sketches

Identity Concepts



Identity Concepts



Land Use Implementation



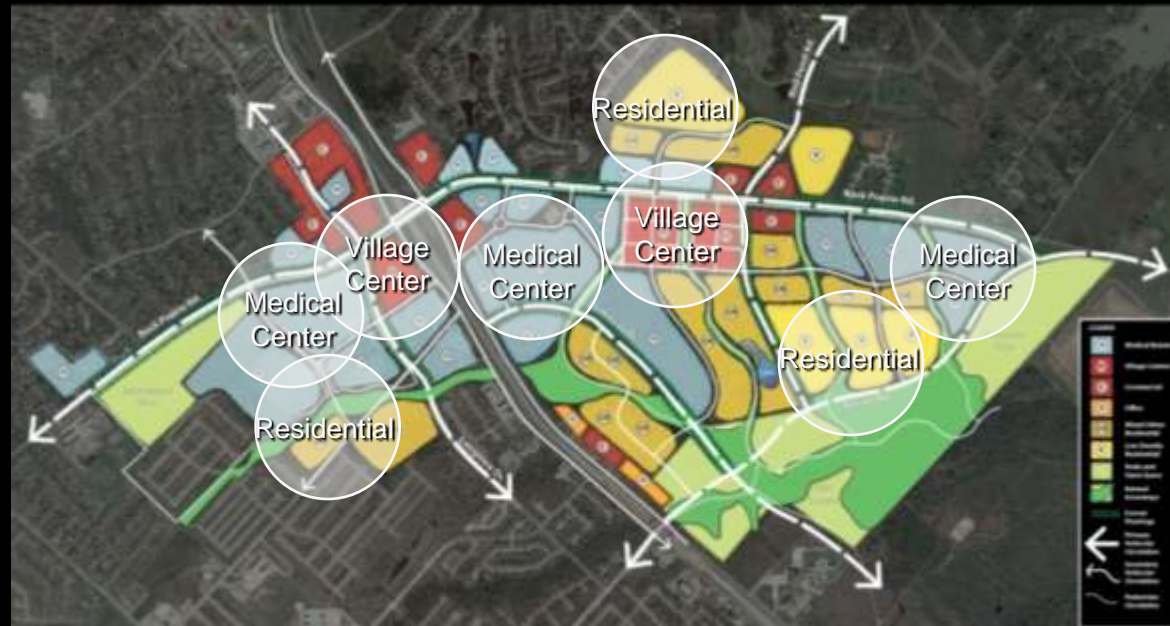
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Land Use Strategy

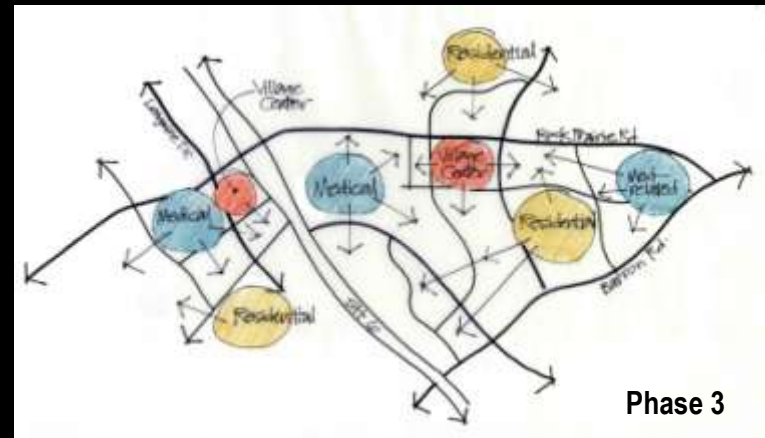
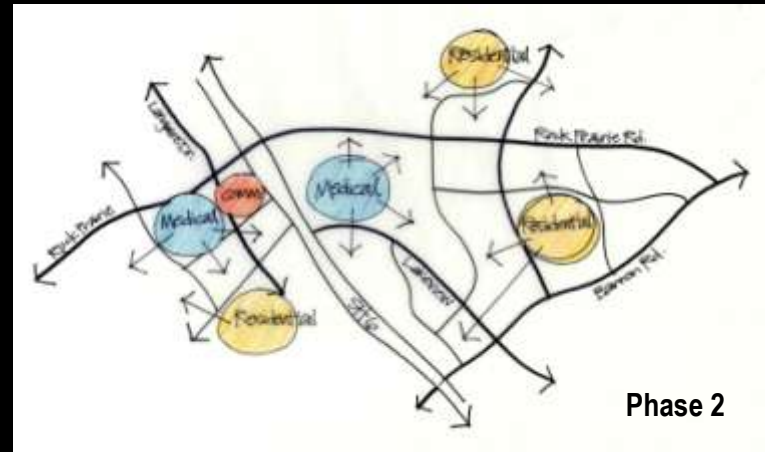
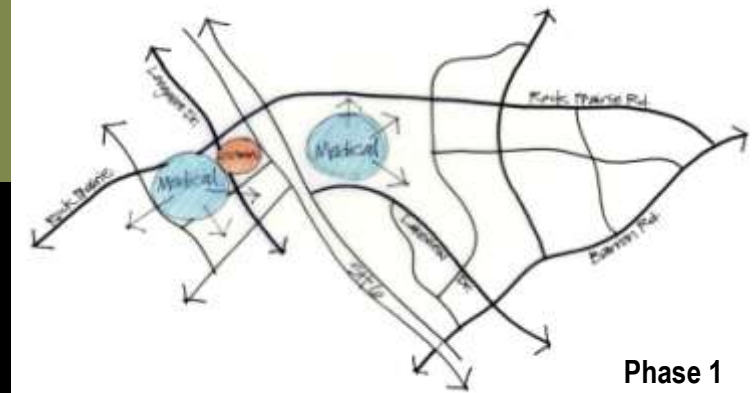
1. Establish Core Land Use Areas. With the framework plan of streets and open space established, the “Core” areas should be established—

- The Medical Center (the Med)
- Westside Neighborhood Center
- Scott and White Hospital
- The Village Center
- Residential Areas



Land Use Strategy

2. **Growth of Uses Based on Demand.** Allow the Core areas to grow outward based on market demand



Land Use Strategy

3. **Create Density.** Promote walking, cycling and transit, as well as easy access to shopping, dining, services and amenities
4. **Encourage Mixed Use.** Allow for a reasonable mixture of uses in all areas except the Core residential areas



Land Use Strategy

5. Residential Mix

Ensure a mixture of residential unit types and sizes throughout the Medical District to provide housing for a person's full life cycle – families with children, young adults, young married couples, empty nesters, seniors, and those who are handicapped with age or illness.

6. Age Restrictions

Some residential should be age-restricted to avoid dominance of university students.



Implementation

1. **CIP Projects** can reinforce the identity of this special district.
2. **TIF District** can help fund street and trail infrastructure and provide seed funding for transit.
3. **Special District for Maintenance** can help fund signage and local transit.
4. **Form-Based Code** will enable all developments – large and small – to contribute to the distinct character and quality of the district.



Development Guidelines

1. Form-Based Code

- Based on a “Framework Plan” – Provides a predictable outcome similar to a master-developer
- Reflect timeless principles of successful “placemaking”
- Approvals for complex projects can be streamlined



2. Buildings

- **Materials** – solid, enduring materials requiring little maintenance
- **Height:** Generally 3-7 stories in height in order to frame the streetscape, capitalize on amenities, encourage pedestrianization, make efficient use of the land and support local transit. Low Density Residential – 1-3 stories
- **Building Character:** Central Texas traditions in terms of materials and articulation.
- **Energy Efficiency:** LEED Silver



3. **Site Layout.** Building and parking layout greatly affect the visual and functional character of an area.

- **Building Orientation:** Orient to a shaded sidewalk for ease of access by pedestrians, to easily find services, and to enclose the public realm.

Buildings adjacent to trails and open space should front on to those amenities to take advantage of the value creation opportunities and to provide “eyes on the sidewalk” security.

- **Parking:** Parking should be located toward the center of a block and largely screened from streets and pathways. It should be easily accessible, but not dominate the image of the development or the district.



4. **Public Open Space and Trails.** Public open space and trails are an important source of transportation (or conveyance), recreation, exercise, amenity and value creation for the district, and is central to the theme of *Healthfulness*.
5. **Environmental.** Shade can significantly reduce energy cost and increase the level of comfort for people who are walking, jogging and exercising outside. (Shading of paved areas lowers the surface temperature by 40 degrees and the ambient temperature by 7-11 degrees.)

All sidewalks and trails should be well planted with shade trees; and surface parking areas should also be planted with canopy trees that shade and cool those asphalt and concrete surfaces.



Market Analysis



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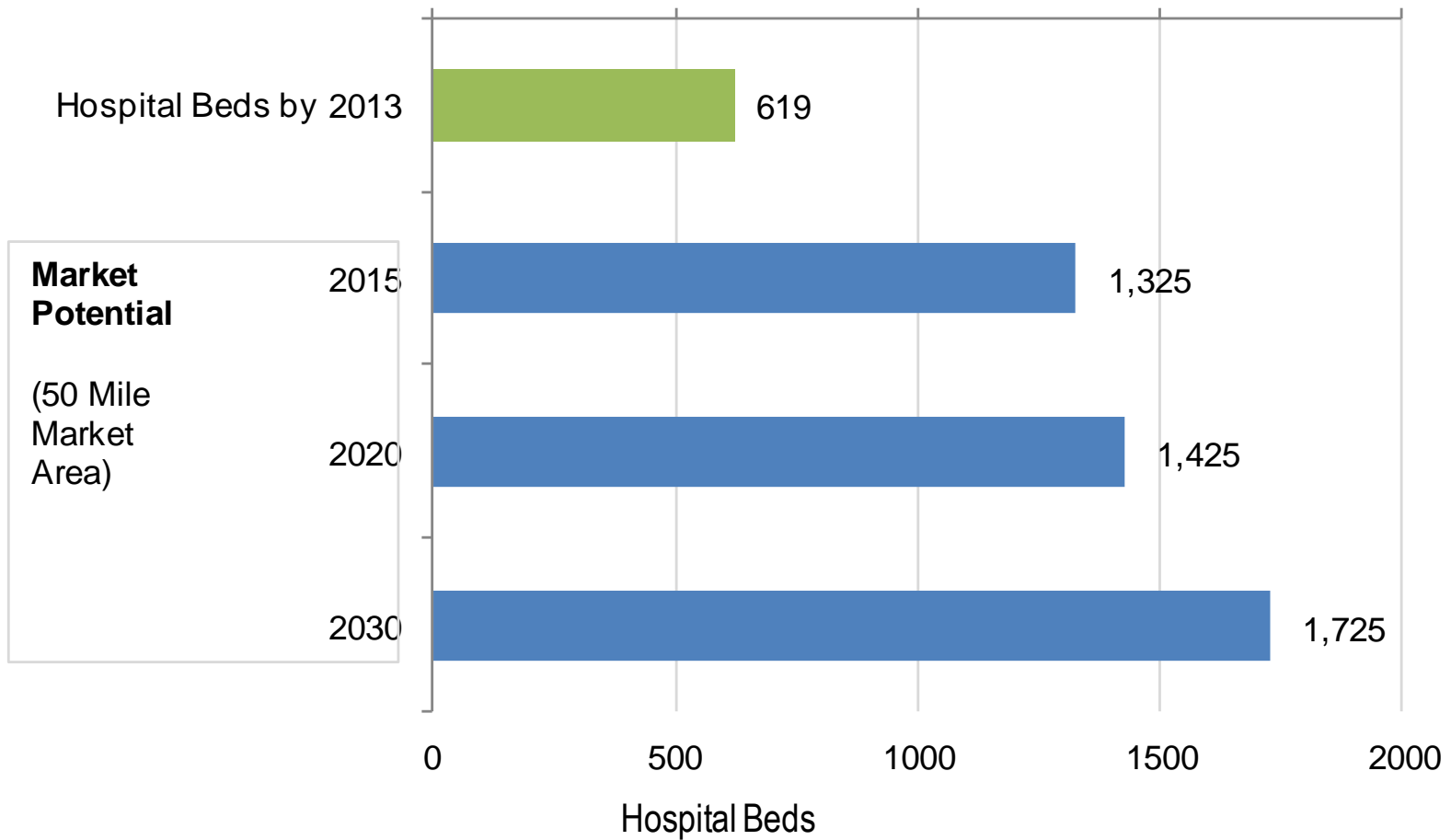


Population Growth Means More Hospital Beds

Pop by Age		Physicians needed per 10,000	50 Mile Market				Local MSA
			% of Pop by Age	Total Population	Physicians Needed	Beds Needed	Beds Needed
2010			517,342		1,050	1,200	650
0-24	15	40%	205,385	316			
25-44	20	25%	128,818	252			
45-64	27	24%	121,575	328			
65+	66	12%	62,081	168			
2015			558,934		1,150	1,325	675
0-24	15	39%	217,425	335			
25-44	20	25%	139,175	273			
45-64	27	23%	128,555	347			
65+	66	13%	73,779	199			
2020			604,507		1,250	1,425	725
0-24	15	40%	241,803	372			
25-44	20	24%	145,082	284			
45-64	27	23%	139,037	375			
65+	66	14%	84,631	229			
2030			707,105		1,500	1,725	925
0-24	15	37%	261,629	403			
25-44	20	24%	169,705	333			
45-64	27	23%	162,634	439			
65+	66	17%	120,208	325			

Source: ESRI, Texas State Data Center, Global Health Facts, Department of Health and Human Services, Leland Consulting Group

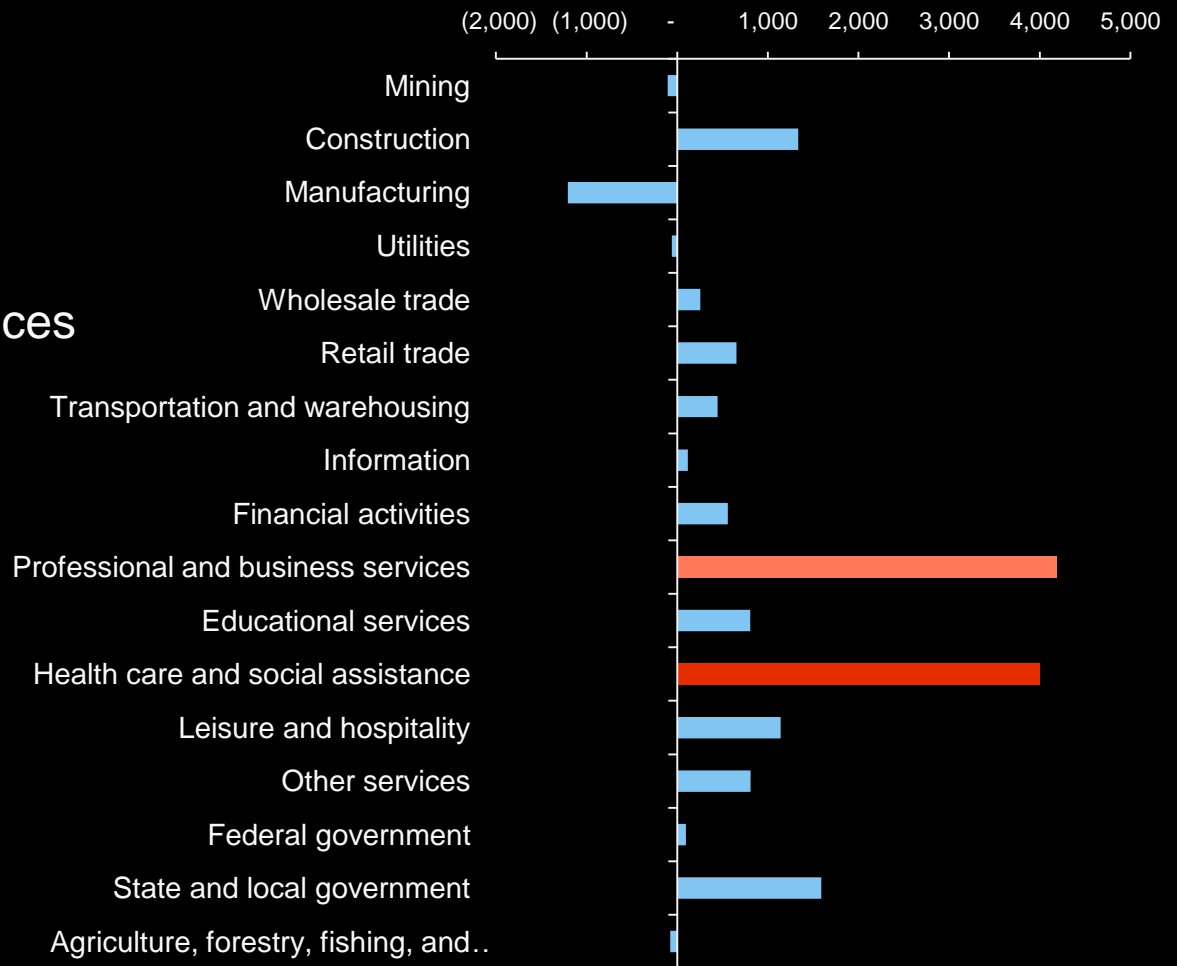
Population Growth Means More Hospital Beds



Healthcare Means Jobs

- America's 21st Century jobs:
 - Health Care
 - Biosciences
 - Professional Services
- High growth, high wages

Employment Growth by Industry Sector, 2008 - 2018



(All figures in thousands of jobs.) Source: Bureau of Labor Services

Economic Benefits of the Corridor

20th Century
Employers Draw People



Natural
Resources,
Incentives



Factories
Offices



Jobs

21st Century
People and Place Draw Employers



Highly skilled workers,
21st Century Industries,
Quality of Life



Desirability
In-Migration



Ongoing
Job Growth

District Theme and Character

Exceptional Medical Care



A Special Place and Destination



Holistic Wellness



Housing Options For Seniors, Medical Professionals, and Families



Healthcare Means Jobs

- Medical District Goals
 - \$1 Billion+ in development value
 - 4.6 million+ net new square feet



Implementation Strategies

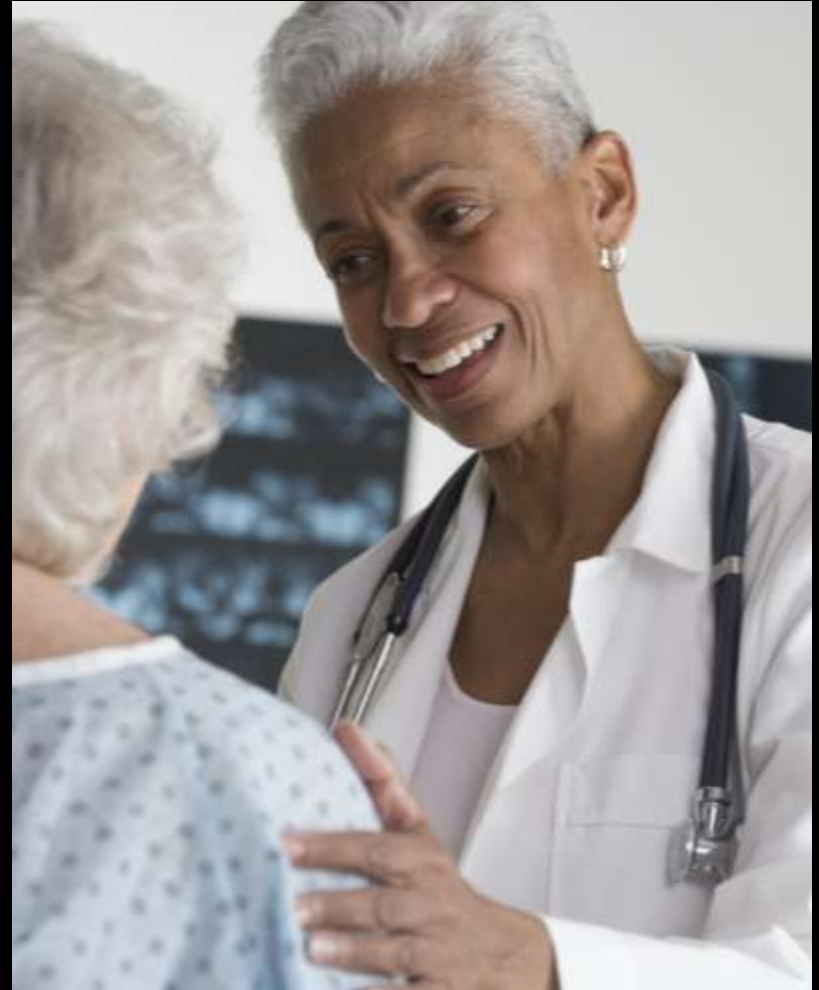


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What is Implementation?

- *Physical:*
Roads, sidewalks, gateways, landscaping
- *Organizational/Political:*
Operational structure, management, marketing
- *Real estate:*
Public private partnerships
- *Financial:* Funding sources and strategies
- *Regulatory/Policy:*
Zoning and Comp Plan



Implementation Principles

1. Make a Great Plan
2. Many, Many Projects
3. Many, Many Stakeholders
4. Committed, Ongoing Leadership
5. A Good Organization
6. Development Standards
7. Communications and Marketing
8. Supportive Government
9. Ongoing Review



Organization

“Run the District Like a Business”

- An ongoing business, not a one time plan or project
- The District is the convening organization
- Must be staffed, funded, marketed, planned, maintained as a business
- Staff for success



Organization

Business Improvement District (BID)

- Used for urban (downtown) districts
Dallas, Houston, 40+ states
- Public and private members
- Roles:
 - Management, decision making
 - Funding
 - Marketing, advertising
 - Transportation
 - Safety, security
 - Events



Organization

- The BID (City, hospitals, etc) implements the plan moves the ball down field



Public Private Partnerships / Real Estate Development



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Why Public Private Partnerships?

- Enhance feasibility – projects that otherwise wouldn't happen
- Accelerate investment timeline
- Provide greater public benefits
- Achieve significant policy goals
- Improve quality, scale, or location
- Overcome barriers



Partnerships and Real Estate

- Work with property owners and developers
- Priorities
 - Healthcare – Help existing providers to thrive and expand
 - Housing
 - Senior housing first
 - Success starts with rooftops
 - Models: Plum Creek, Kyle, Austin
 - Hotel / conference space
 - Village Center



Implementation Philosophy

District Wide Mantra

- Sales:
As many as possible,
as fast as possible
- Serve multiple
markets (senior,
young families)
simultaneously



Development: How the Public Sector Helps

- Expedited permitting
- Master planning
- Regulatory assistance
- Land assembly
- Joint marketing
- Investment in infrastructure
 - Streets
 - Sidewalks
 - Parks
 - Parking



Successful PPPs

Require a holistic and balanced approach.



Implementation Case Studies

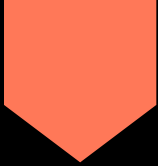
Capital Structure

- \$1 public investment leverages \$4 to \$5 private investment



Typical deal process

RFQ – Find your partner.



MOU – Establish the deal outline.



DDA – Create the plan, hammer out the details.



Development, operations, ongoing management agreements

Implementation Case Studies

- RiverPlace
 - 10 acres, downtown, riverfront, mixed-use development, Portland, OR
- Tualatin Commons
 - 20 acres, new city center, mixed-use, urban lake, Tualatin, OR
- Tanasbourne
 - 800 acres, mixed-use, phased development, Hillsboro, OR
- Otay Mesa
 - 10,000 acres, regional employment and new town centers, San Diego, CA

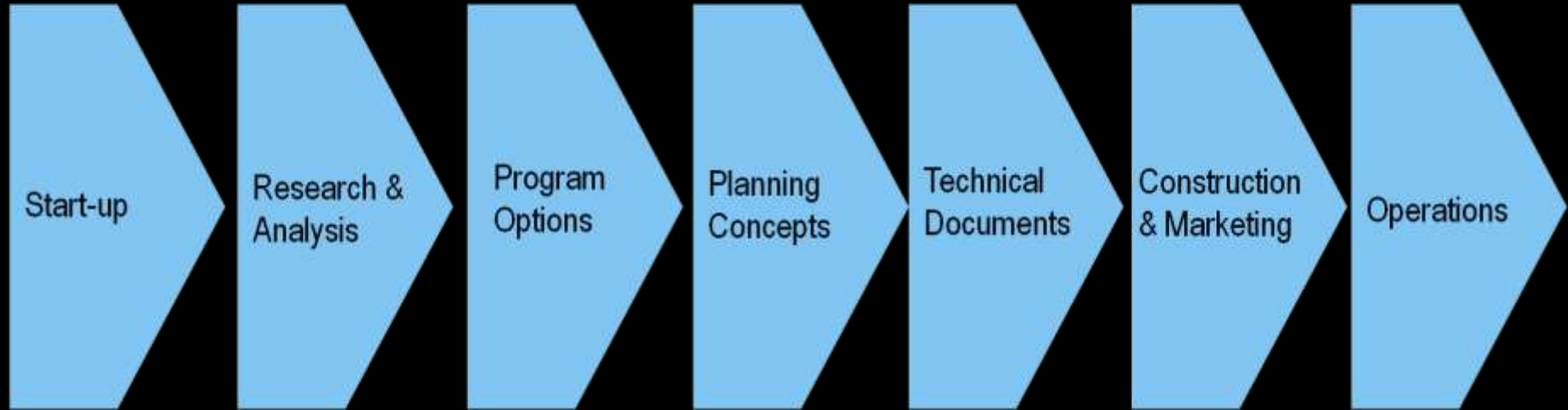


Developer Feedback

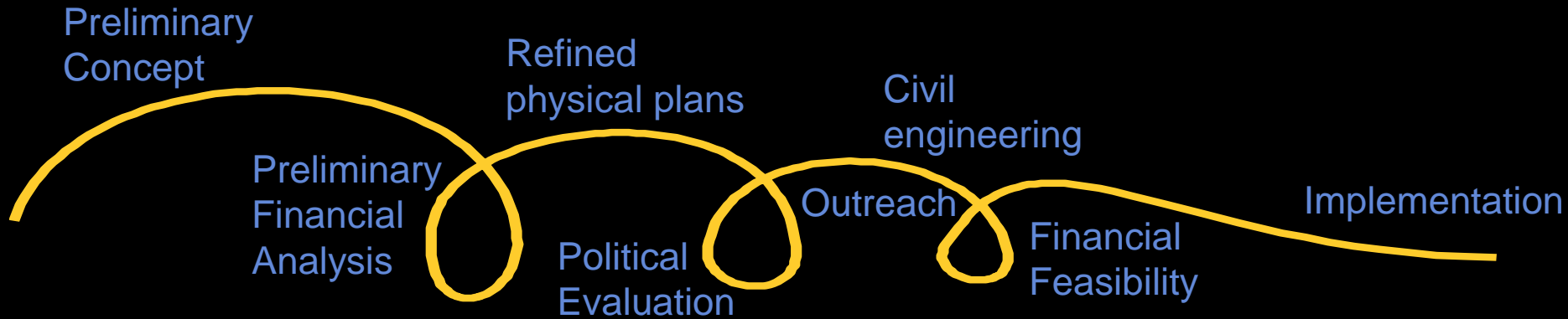
- Text here.
- Who's capable of building what.



Development Process: In Theory - Linear



The Development Process: In Realty - Iterative



Stay focused and patient!

Implementation/Funding Toolkit



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Implementation Tools and Policies

Implementation/Funding Priority Actions

- Capital Improvement Plan
- Tax Increment Financing
- Business Improvement District
- Public Improvement District
- Public Private Partnerships for development
- Grants and loans: State, Federal, Regional agencies
- Private and philanthropic funding
- Others



Capital Improvement Plan

- First stop for local infrastructure funding
- Local CIP funds help secure regional, state funds
- Rock Prairie Road
- Other key road, intersection, and infrastructure improvements



Implementation Principles

5. A Good Organization

- Provides ongoing support for project implementation through communication and coordination
- Provides long-term continuity and unifies divergent interests
- Provides support for local government, and support to project development
- Communicates successes and opportunities



Implementation Principles

7. Communications and Marketing

- Both the organization and the leadership must communicate successful implementation
- Marketing revitalization means making continual news
- Communication means acting as a liaison between stakeholders, projects and the wider community



Implementation Principles

8. Supportive Government

- Provide support for achieving standards – consultation, code enforcement and assistance
- Able to review its practices and identify and change policies
- Set clear goals
- Champion implementation



Implementation Principles

9. Ongoing Review

- Dynamic plans require ongoing review that respond to changing conditions
- Evaluation of plan, projects and communications – make periodic adjustments to the project plan



Implementation - Overview

- Barriers
- Philosophy
- Principles
- Tools and Policies

The Physical Plan is just the Beginning...



Implementation Barriers

Five Types of Barriers

- Physical
- Financial
- Market
- Regulatory / Policy
- Organizational / Political



Q&A



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